

Developing Human Capital (38:533:634)

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COURSE OBJECTIVE:

This interactive, theory-based and applied course is aimed at understanding the process and practice of developing human capital. It focuses on the strategic development of talent framed within the context of talent leadership. It is anchored in business strategy and views the arena of talent management as a critical means to achieve competitive advantage.

This course focuses on assessing and developing the capabilities of the organization's human capital. This course will cover performance management (e.g., performance evaluation and feedback) and employee development (i.e., training and other forms of employee development) in organizations. The purpose of performance management is to link organizational strategic objectives and values to individual performance expectations and objectives and to identify areas of strength and opportunities for improvement in an employee's performance of their job. Training and development activities and programs can then be implemented to improve areas of weakness, or simply to ensure that the skills the organization will need in the future will be available in its workforce. Thus the activities of performance management and employee development are related, and provide a means through which workforce capability and organizational competitiveness can be improved. Because the effective execution of both employee appraisal and development require a thorough understanding of the job being performed, job analysis will also be discussed.

TEXTS:

Readings as assigned

GRADING:	EXAM	I	35
	EXAM	II	35
	PROJECT		30

DATE	TOPIC	Reading
1/21	Training & Development Overview	
1/28	Strategic T&D and Evaluation	<i>ASTD Industry Report</i>
2/4	Training Needs Assessment	<i>Investing in Human Capital</i>
2/11	Training Needs Assessment (Continued)	<i>Meta-Analysis of Training</i>
2/18	Learning theory/Program Design	<i>Learning Theory</i> <i>Serious Design</i>
2/25	Training Techniques	<i>Action Learning Framework</i>
3/3	EXAM I	
3/10	Performance Appraisal: The Challenge of Appraisals	<i>PM Needs to be Fixed</i>
3/17	SPRING BREAK	
3/24	Performance Appraisal: Improving the Appraisal Process	<i>What Makes PA Effective?</i> <i>Crowdsourcing</i> <i>PM gets Social</i>
3/31	Performance Management: Performance Planning	<i>Performance Management</i> <i>Reinventing Performance Rankings</i>
4/7	Performance Management: Coaching Skills	
4/14	Performance Management: Performance Reviews	<i>Improving Reviews with Calibration</i> <i>Calibrating Performance</i> <i>Curing Performance Reviews</i>
4/21	Management Development	<i>Experience as a Teacher</i>
4/28	PRESENTATION	
5/5	EXAM II	